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Note by the Secretary-General

The Secretary-General has the honour to transmit to the members of the General Assembly the report of the Joint Inspection Unit entitled "Review of the Administrative Committee on Coordination and its machinery" (JIU/REP/99/1).

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REVIEW OF THE ADMINISTRATIVE COMMITTEE ON COORDINATION AND ITS MACHINERY

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Acronyms

ACC	Administrative Committee on Coordination
ACC/SCN	ACC Subcommittee on Nutrition
CCAQ	Consultative Committee on Administrative Questions
CCAQ(PER)	Consultative Committee on Administrative Questions / Personnel
CCAQ(FB)	Consultative Committee on Administrative Questions / Finance and Budget
CCPOQ	Consultative Committee on Programme and Operational Questions
CCSQ(OPS)	Consultative Committee on Substantive Questions (Operational Activities)
CCSQ(PROG)	Consultative Committee on Substantive Questions (Programme Matters)
CPC	Committee for Programme and Coordination
ECHA	Executive Committee on Humanitarian Affairs
ECOSOC	Economic and Social Council
FAO	Food and Agriculture Organization of the United Nations
GEF	Global Environmental Facility
IAEA	International Atomic Energy Agency
IACSD	Inter-Agency Committee on Sustainable Development
IACWGE	Inter-Agency Committee on Women and Gender Equality
IASC	Inter-Agency Standing Committee
IBRD	International Bank for Reconstruction and Development (World Bank)
ICAO	International Civil Aviation Organization
IFAD	International Fund for Agriculture and Development
IMF	International Monetary Fund
ILO	International Labour Organization
IMO	International Maritime Organization
ISCC	Information Systems Coordination Committee
ITC	International Trade Centre
ITU	International Telecommunication Union
JIU	Joint Inspection Unit
OC	Organizational Committee of ACC
OIAA	Office for Inter-Agency Affairs
TCDC	Technical Cooperation among Developing Countries
UNCED	United Nations Conference on Environment and Development
UNDCP	United Nations International Drug Control Programme
UNDG	United Nations Development Group
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Population Fund
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNIDO	United Nations Industrial Development Organization
UNITAR	United Nations Institute for Training and Research
UNRWA	United Nations Relief and Works Agency
UNU	United Nations University
UPU	Universal Postal Union
WFP	World Food Programme
WHO	World Health Organization
WIPO	World Intellectual Property Organization
WMO	World Meteorological Organization
WTO	World Trade Organization

Executive Summary: Objective, conclusions and recommendations

Objective

To contribute to ongoing initiatives geared at strengthening the effectiveness and impact of the Administrative Committee on Coordination and its machinery and at improving its interaction with intergovernmental bodies in general and with those having a mandate for system-wide coordination in particular.

Conclusions and recommendations

A. Measures related to the Administrative Committee on Coordination and its functioning

A1. Conclusions and recommendations related to the Administrative Committee on Coordination

1. Conclusion A1.1

The Administrative Committee on Coordination is the only forum that brings together the executive heads of all organizations of the United Nations system, under the chairmanship of the Secretary-General. Recent initiatives, in line with the guiding principles agreed upon by ACC , have brought about a better sense of leadership and ownership among ACC members.

Recommendation A1.1

Executive heads are encouraged to continue to abide by the guiding principles which have set conditions for improving the effectiveness and impact of ACC by reinforcing their unity of purpose. Within the framework of these guiding principles, and in order to further enhance the coherence of United Nations system-wide plans and activities, executive heads should reinforce the leadership role of the Secretary-General as Chairman of ACC , and the lead role of other executive heads and their respective organizations as lead agencies in their specific mandates and competencies.

2. Conclusion A1.2

As a unique forum for furthering inter-secretariat cooperation and coordination in the United Nations system, ACC should remain relevant to all its participating organizations, in a constantly evolving international environment.

Recommendation A1.2

ACC should continue to demonstrate the relevance and impact of its work by:

(a) Addressing issues which lend themselves to system-wide scrutiny;

(b) Developing policy-oriented and forward-looking agendas which contribute to strengthen the system's capacity for forward planning and strategic thinking and its ability to respond rapidly and adequately to major international developments;

(c) Ensuring that, where appropriate, the outcomes of its meetings and those of its subsidiary bodies are more action-oriented and underline activities for which secretariats themselves are ACC ountable for implementation, and other issues requiring guidance or action from governing bodies.

3. Conclusion A1.3

ACC has evolved beyond its initial mandate as envisaged in 1946. Although it is composed of the chief administrative officers of its participating organizations, ACC has been increasingly involved over the years with policy issues. In a world of global communications where image is often the message, ACC 's current name may wrongly convey the message that it deals only with the administrative aspects of coordination.

Recommendation A1.3

Executive heads should pursue more actively their consideration of a new name for ACC which would better reflect the changes in its scope and functions, and submit in due course a proposal to the Economic and Social Council in that respect.

A2. Conclusions and recommendations related to the Administrative Committee on Coordination machinery

4. **Conclusion A2.1**

The working methods of ACC 's subsidiary bodies have been reviewed to increase efficiency and coherence in their functioning, and to develop synergies among them. By empowering the Organizational Committee (OC) and the standing committees to take decisions on behalf of ACC , delegation of authority can improve the decision-making process significantly, if it is to remain meaningful.

Recommendation A2.1

Implementation of the new working methods approved by ACC should entail that:

(a) Interaction among the four standing committees should be continuous and wide-ranging, so that their various outputs can be used optimally by ACC ;

(b) OC should continue to take a comprehensive look at all issues before ACC meetings in order to gain an overall perspective, while avoiding infringement on the authority delegated to the standing committees; in that respect, OC should not debate substantive matters falling within the competence of standing committees reporting directly to ACC ;

(c) The empowerment of OC, CCPOQ and CCAQ through delegation of authority should result in their names being reviewed to put less emphasis on their organizational or consultative functions.

5. **Conclusion A2.2**

Streamlining was among the objectives of the comprehensive reforms undertaken in 1993 and the current structure of ACC 's machinery reflects decisions made then. The structure and reporting lines of the subsidiary bodies of ACC need to continue to adapt to changing requirements, introducing when appropriate, flexible and innovative modalities for inter-agency collaboration.

Recommendation A2.2

Streamlining, and flexibility of coordination mechanisms should remain the targets of perodic reviews of the structure of the ACC machinery. ACC should therefore request OC and the standing committees to:

(a) Propose ways and means for avoiding the duplication of staff training mechnisms by using the United Nations Staff College as a system-wide institution, with the involvement of participating organizations in setting its work programme through the appropriate ACC subsidiary bodies;

(b) Pursue the review of the ACC Subcommittee on Nutrition (ACC/SCN) in order to insure that all organizations concerned with its activities are in a position to lend their full support to its programmes and related funding arrangements;

(c) Examine the need to have the Inter-Agency Standing Committee (IASC) become part of the ACC machinery, as the linkages between peace-building, humanitarian assistance and development become increasingly apparent.

6. **Conclusion A2.3**

Reform efforts of the ACC machinery have dwelled upon an improved secretariat support by participating organizations. For the United Nations in particular, the establishment of an Office of Inter-Agency Affairs (OIAA) is a welcome and overdue improvement which would provide support services and a continuity in real-time to the secretariat functions of ACC and its OC. Such a permanent secretariat, while being part of the United Nations Secretariat, benefits from staff seconded by some organizations.

Recommendation A2.3

Secretariat support for ACC should be of concern to all its members. To enhance the contribution made by OIAA, lead organizations and task managers should be encouraged by OC to become part of a wider "virtual secretariat" called uponmore frequently to prepare background papers and draft reports.

B. Measures to enhance the Administrative Committee on Coordination's management of information

7. **Conclusion B1**

The development of an ACC Information Network is considered by executive heads as part of their efforts to strengthen information flows among ACC members. It is important to insure that this project builds on major initiatives and developments within individual organizations, and that it fits well into the wider objective of an improved overall management of information in the United Nations system for which some recommendations made by ISCC have yet to be implemented. The successful

implementation of the ACC Information Network also requires that its objectives and financial implications are well known to, and fully supported by governing bodies.

Recommendation B1

The Secretary-General, as Chairman of ACC, should submit to the Economic and Social Council as part of the annual overview report of ACC for 1999, indications on efforts made by executive heads towards a system-wide coordinated management of information, outlining, inter alia, the status of implementation of recommendations made by ISCC, and the scope, content, estimated financial implications and expected benefits of the proposed ACC Information Network.

8. Conclusion B2

Nearly all organizations have developed intranets and Internet-based Web sites. Web sites on ACC and some of its subsidiary bodies have been or are also being developed. These Web sites are useful tools for providing information on line to different stakeholders. They can contribute not only to give more visibility to system-wide coordination efforts, but also to outreach civil society at large. To do so, they would need to take into account the universalism of United Nations system organizations and the objectives of the ACC Statement on Universal Access to Basic Communication and Information Services.

Recommendation B2

ACC should promote further efforts by all organizations to:

(a) Indicate on their Web sites under pertinent thematic activities, their contribution to the improvement of system-wide coordination either through ACC or other cooperative arrangements; similarly, Web sites on ACC and its subsidiary bodies, to be monitored under the aegis of OC, should focus on major activities being carried out and the results achieved;

(b) Apply to information made available on-line existing language policies for document distribution, unless otherwise directed by their governing bodies after consideration of related financial implications.

C. Interaction between the ACC and intergovernmental bodies

9. Conclusion C1

Coordination in the United Nations system is a shared responsibility between Member States and ACC. Nearly the same Member States participate in most governing bodies of the different organizations, and the decisions they take on policies and programmes are not always framed in the broader perspective of the interests of the system as a whole, nor do they always lend themselves to an enhanced coordination by secretariats. In addition, coordination at field level is sometimes hampered by lack of coordination and policy coherence between different levels of goverment in the recipient country.

Recommendation C1

The General Assembly may wish to call upon Member States to complement secretariats' inter-agency coordination efforts by better concerting and coordinating their own positions in the governing bodies of the different organizations within the system, and by exercising a more effective policy coordination at the national level within their Governments.

10. Conclusion C2

In the era of globalization, United Nations system organizations are more and more faced with situations whereby no single organization acting within the framework of its own mandate can address all aspects of cross-cutting issues to be resolved. Individual governing bodies need therefore to be regularly informed about policy issues addressed by other bodies, and in particular recommendations and/or decisions made by the General Assembly and the Economic and Social Council as central coordinating mechanisms with system-wide competence.

Recommendation C2

Legislative bodies which have not yet done so, may wish to request the executive head to submit, under a specific agenda item on system-wide coordination, a periodic report focusing on decisions and recommendations by central coordinating bodies or by other governing bodies, which have implications for the organization's programme and budget, and measures taken or envisaged to insure appropriate coordination and reinforce the unity of purpose of the system as a whole;

11. Conclusion C3

While Member States have called repeatedly for improved inter-agency coordination, it is essential to secure their continued support despite ongoing financial constraints in most organizations. Such support will depend on how much transparent and identifiable are the costs directly related to coordination, and benefits accrued thereon.

Recommendation C3

Legislative bodies may wish to request from executive heads a more complete and transparent submission of financial implications related to the inter-agency coordination process, along with cost-saving or efficiency measures taken.

12. Conclusion C4

The need to guarantee a full funding of the total budgets of jointly-financed activities has led to individual governing bodies being de facto committed to endorse the share of their organizations as determined by secretariats, without specific legislative approval of such total budgets.

Recommendation C4

The General Assembly may wish to reaffirm, as a matter of principle, its own role in approving on behalf of the system, the total budgets of all jointly-financed secretariats, which should be submitted through the Advisory Committee on Administrative and Budgetary Questions along with either the related cost-sharing formulas or expected contributions from participating organizations.

Introduction

"By the way they act and cooperate in ACC, executive heads must set an example that affects the culture of, and encourages genuine teamwork among the secretariats of the system."... "A new system-wide culture must emerge, based on systematic policy consultations, effective decentralisation, full respect of each other's mandates and competencies, and a common appreciation of the challenges ahead and of the respective strengths of the various organizations of the system in meeting them".

Kofi Annan, Secretary-General of the United Nations,
Chairman of ACC (in "ACC's annual overview report for 1996")

1. The Administrative Committee on Coordination (ACC) was established by the Economic and Social Council in its resolution 13 (III) of 21 September 1946, as a standing committee "for the purpose of taking all appropriate steps ,under the leadership of the Secretary-General, to insure the fullest and most effective implementation of the agreements entered into between the United Nations and the specialized agencies."[1] It is the only forum bringing together the executive heads of all organizations of the system. At present, participation in the ACC with full membership includes, besides the United Nations, 14 specialized agencies (ILO, FAO, UNESCO, ICAO, WHO, World Bank/International Finance Corporation, IMF, UPU, ITU, WMO, IMO, WIPO, IFAD, UNIDO, the IAEA and WTO, and 9 United Nations programmes and funds (UNCTAD, UNDP, UNEP, UNHCR, UNRWA, UNICEF, UNFPA, WFP, and UNDCP). In addition, the Rector of UNU may be invited to participate when issues of concern to the University are taken up. Furthermore, the Secretary-General invites the Deputy Secretary-General, the United Nations High-Commissioner for Human Rights, the Under-Secretary-General for Economic and Social Affairs, and, depending on the agenda, other senior United Nations officials to assist him and participate in ACC sessions as part of the United Nations delegation.

2. Over the years, the scope of ACC's work has expanded beyond its original mandate to embrace the coordination of programmes of the various United Nations organizations and, more generally, to promote cooperation within the system. Since 1946, and in particular in the 1990s, the winds of reforms have swept throughout the entire United Nations system, borne by the profound geopolitical and social changes in the world, and affecting the functioning of international organizations in many ways.

3. Owing to the dearth in financial resources and to a growing concern for an enhanced effectiveness and better results, United Nations system organizations have been under pressure to "do more with less". They have had to embark upon reform processes to adapt to the changing needs and expectations of Member States, as well as to the needs of new non-State stakeholders in the international arena.

4. Executive heads had to propose to their governing bodies the necessary measures required to develop a new management culture in their respective secretariats and to transform the organizations themselves into knowledge-based organizations, taking advantage of the expanding use of new information and communications technologies. Progressively, coordination thus became not only an issue of simply avoiding duplication - an exercise in itself rendered more difficult with the many cross-cutting themes that had to be addressed by several organizations in their fields of activities - but also implied building on synergies and best practices within the system.

5. While coordination was the *raison d'être* of ACC from its inception, it is also a shared responsibility between Member States and the executive heads of the secretariats of the organizations. Member States in the different organizations or even in different forums within the same organization have sometimes given mandates or approved programmes which were overlapping, if not conflicting with existing ones. For their part, executive heads, in some cases, and without prior consultations with other concerned organizations, have taken initiatives or made proposals to their governing bodies which had system-wide implications.

6. The present report represents the first review of ACC and its machinery undertaken so far by the Joint Inspection Unit. Drawing from its mandate as the only system-wide external oversight body, the Unit considered that it could bring a timely contribution to ongoing efforts to strengthen the effectiveness and impact of inter-agency coordination, and to enhance the interaction of ACC with intergovernmental bodies, particularly with the Economic and Social Council.

7. The report is divided into three chapters. Chapter I, on past and current efforts to reform the Administrative Committee on Coordination and its machinery, stresses that while ACC's past reform efforts did not always meet expectations, current reform initiatives, building on those taken in 1993 and engaged as part of the overall reform process within the United Nations system, have set the ground for the development of a new culture in inter-agency cooperation and coordination.

8. Chapter II entitled "the functioning of the Administrative Committee on Coordination and its

machinery: a new environment" looks into the functioning of ACC and its machinery, for which more details on the composition, mandates and frequency of meetings of the different organs are provided in annex I to the report. An assessment is also made on efforts to increase the effectiveness of ACC through greater coherence and efficiency in the decision-making process, strengthened secretariat support and improvements in the management of information.

9. Chapter III relates to the interaction between the Administrative Committee on Coordination and intergovernmental bodies" and underlines the shared responsibility Member States have in achieving a better coordination in the the United Nations system. It also makes an assessment of ongoing efforts and further measures conducive to an improved cross-fertilization between ACC on the one hand, and the General Assembly, the Economic and Social Council, the Committee for Programme and Coordination and other governing bodies, on the other hand. The chapter further advocates the need to secure from legislative bodies, a sustained support for coordination efforts, by providing to them a more transparent account of resources involved by, and expected outputs derived from an enhanced coordination in the system.

10. The inspectors who were involved in the preparation of the report have benefited from the support and cooperation of all those in charge of managing ACC and its machinery, and from the views of a number of representatives of Member States and executive heads. They would like to extend to all concerned their appreciation and gratitude.

Chapter I

Past and current efforts to reform the Administrative Committee on Coordination and its machinery

A. Reviews and reforms before 1993

11. Since its establishment in 1946, all aspects of the functioning of ACC including its mandate, structure, working methods, reporting procedures and secretariat support have been periodically reviewed to meet the evolving challenges resulting from changes in the global political, economic and social fields. The reviews and reform processes have been driven both by ACC itself and/or in response to resolutions or decisions of the General Assembly, the Economic and Social Council and CPC. While there is general agreement that reform is a process, it is equally important to have a historical perspective of why past reforms did not always meet expectations and the potential for new reforms to benefit from lessons learned.

12. The first major readjustment of the ACC framework was initiated pursuant to General Assembly resolution 32/197 of 20 December 1977. In that resolution, the Assembly stressed, inter alia, that the machinery for inter-agency coordination should be centred on ACC under the leadership of the Secretary-General and should "be streamlined and reduced to a minimum," and that "except where the discharge of permanent functions necessitates the retention of continuing machinery, maximum use should be made of flexible, ad hoc arrangements designed to meet the specific requirements of the intergovernmental bodies concerned and geared to policy-making and programming processes of the General Assembly and the Council". It also called upon ACC to adjust its agenda, functioning and reporting systems to "respond fully and promptly to the priority concerns, specific requirements and programme of work of the General Assembly and the Economic and Social Council".

13. Another important review was prompted by General Assembly resolution 40/177 of 17 December 1985, in response to which the Secretary-General issued in 1987 a report devoting considerable attention to the functioning of ACC and to inter-secretariat coordination (A/42/232). In his report the Secretary-General admitted that, while positive results had been achieved, the restructured machinery had not altogether fulfilled the original expectations. He also admitted that "executive heads attending ACC meetings felt the burden of having to examine too many questions of varying degrees of importance and of a very diverse nature" and that "the secretariat support for the Organizational Committee should be enhanced and the quality of documentation improved."

14. In spite of the progress being made, it was felt among Member States and executive heads alike that the impact of ACC on coordination still left room for further improvements. Some critics argued that, while executive heads did try to find answers to the challenges faced by ACC, not all the right questions were raised and/or properly addressed, and when they were, only cosmetic solutions were applied, every actor involved returning then to "business as usual." A few critics even considered that the most prominent aspect of coordination efforts in the past was the proliferation of "coordinocrats" who had little impact on the persistence of duplication or overlap in the system and the waste of limited resources.

15. Knowledgeable insiders had doubts about what ACC could achieve in view of its own limitations. In 1966, a former Under-Secretary-General for Inter-Agency Affairs

and Coordination wrote that ACC, "Because of its composition,.. cannot easily take a position detrimental to the interests of any agency or in opposition to the wishes of its executive head;...It cannot establish, though it may influence, the policy decisions which are fashioned through the inter-governmental organs of the United Nations, the specialized agencies and the IAEA"[1].

B. Lessons learned

16. Lessons to be learned from ACC past reform efforts are many. First and foremost, the leadership role of the Secretary-General as Chairman of ACC is an essential building block in organizing and guiding inter-agency coordination at secretariat level. Both the letter and intent of Economic and Social Council resolution 13 (III) which established ACC, and a countless number of other resolutions of the General Assembly and the Council, had emphasized the importance of such leadership. The ways in which this leadership is recognized and exercised can have a major impact on the functioning and efficiency of ACC.

17. At the same time, and because they have distinct mandates and are accountable to separate governing bodies composed of most of the same Member States, other executive heads needed to feel that, where their organizations have specific and recognized competencies, they would be called upon to play a lead role in ACC's related activities.

18. Other considerations needed to be addressed. Some specialized agencies felt that coordination was tantamount to overcentralization in favour of the United Nations itself. Some also felt that coordination was too often considered as an end in itself, rather than as a means to achieve improved delivery of outputs to different stakeholders, and thus resulted in a proliferation of coordination mechanisms, meetings and reports. There was consensus on the need to further strengthen information flows and the process of policy consultations, to improve the decision-making process and set up a more effective follow-up and monitoring mechanism. Last but not least, there was the recognition that inter-secretariat coordination must go hand in hand with intergovernmental and inter-ministerial coordination

C. Reforms introduced in 1993

19. The year 1993 constitutes a turning point in the reform process of ACC. Having in mind lessons learned from past reform efforts, ACC requested one former member who was tasked as a consultant, to review ACC's own role and functioning, including the structure and functioning of its subsidiary bodies. Based on his recommendations, ACC took decisive measures which still govern its current practices to a large extent. The reforms approved underpinned the need for ACC to evolve into a body which would provide impetus and effective direction under the authority of the Secretary-General. The review also highlighted the need for a revitalization of the Economic and Social Council, leading notably to the Council becoming the central policy-making body in economic, social and humanitarian affairs. The achievement of such goals was viewed by executive heads as a crucial condition for the improvement of coordination within the decentralized system in which this process is taking place.

20. The following guiding principles for the functioning of ACC were defined:

(a) The leadership role of the Secretary-General who, in his capacity as Chairman of ACC, and after appropriate consultations with concerned agencies, submits for discussion by ACC any programme or proposal of system-wide nature, and informs the Economic and Social Council and the General Assembly accordingly;

(b) The commitment by all members to carry out the necessary consultations within the framework of ACC when launching on their own initiative any operation requiring contributions from other members of ACC;

(c) The undertaking by executive heads of the agencies to convey to their governing bodies major initiatives within the United Nations system of particular relevance to their organizations.

21. New working methods were agreed upon. They establish, inter alia, a streamlined agenda for ACC which would contain two to three substantive issues apart from those dealing with administrative and personnel questions. Discussions on those issues would be based on documents prepared either by the subsidiary bodies or by one or two organizations as lead agency/agencies. As for the frequency of ACC meetings, it was decided that two yearly regular sessions would be held, one in the spring at a location other than New York, and the other in the autumn in New York during the General Assembly.

22. Concerning the subsidiary bodies of ACC, a major streamlining was undertaken, along with a more coherent reporting line. As a result, all subsidiary bodies were to report to ACC through OC or the standing commmittees. The only significant change to this new set-up came in 1996 with the addition of the Inter-Agency Committee on Women and Gender Equality (IACWGE). Being

responsible for organizing ACC sessions, overseeing document preparation and monitoring ACC's programme of work, OC would be composed of members working under the direct guidance of their respective executive heads, and it would receive its instructions from, and report to ACC.

D. Current reform initiatives

23. In 1996, in reviewing the reorganization approved in 1993, ACC considered that its own effectiveness and impact had been significantly improved since then. In order to take advantage of existing synergies and avoid institutional proliferation, decentralized methods of work and flexible arrangements have been introduced for the follow-up to recent global conferences, in particular through the establishment of task forces or the designation of lead agencies. The improvement of coordination at field level through the United Nations Resident Coordinator system was increasingly visible.

24. A number of joint initiatives or joint mechanisms have been launched, such as the United Nations System-wide Special Initiative on Africa, the Global Environmental Facility (GEF) or the co-sponsored United Nations Programme on HIV-AIDS. Following the discontinuation of the subcommittee on rural development referred to above, ACC endorsed in 1997 the arrangements for inter-agency follow-up to the World Food Summit, by establishing the ACC Network on Rural Development and Food Security , managed by FAO and IFAD, with a reporting line through CCPOQ or IACSD as appropriate. Working together and seeking commonalities and complementarities have led all participants, including the Bretton Woods institutions and the World Trade Organization, to better realize that no single organization is capable of addresssing multifaceted challenges. This new environment has contributed to develop adequately an increased sense of ownnership of the coordination process among ACC members.

25. Having committed themselves to a unity of purpose, in 1997 executive heads determined the requirements for a qualitative strengthening of the effectiveness and impact of ACC. Their stated objectives were threefold: first to bring greater policy coherence and functional complementarity into the system; second, to strengthen the system's collective capacity for forward planning and strategic thinking, with a view to formulating complementary responses and related implementation measures, including resource mobilization; and third, to enhance the system's flexibility and rapid response capacity to major international developments and crises. To achieve these goals, it was felt that ACC should promote a more continuous dialogue among its members, further streamline the ACC machinery and improve its functioning.

26. At its first regular session of 1998, and based on the above considerations, ACC approved an operational plan detailing specific measures to be implemented. They include

(a) Steps to be initiated by OC with the support of the Office for Inter-Agency Affairs to foster its monitoring capacity so that international developments and trends requiring coordinated and complementary responses by the system are brought to the attention of ACC;

(b) The establishment of an ACC Information Network in phases, starting with a first phase geared to the information needs of senior level management, to be later expanded to cover information on programmes and activities in member organizations;

(c) A mandate given to the Office for Inter-Agency Affairs to develop close contacts and linkages with inter-agency secretariats in order to provide improved secretariat support to ACC and OC;

(d) A request to the ACC standing committees and their subsidiary bodies to align their working methods and meeting arrangements to those of ACC itself, along with a mandate given to OC to coordinate on behalf of ACC the timing and sequencing of the meetings of those standing committees;

(e) Delegation of authority to OC and to the ACC standing committees to take decisions on behalf of ACC while submitting to ACC selected policy issues requiring its own attention.

Chapter II

Functioning of the Administrative Committee on Coordination and its machinery: new environment

27. The structure of ACC and its subsidiary bodies as shown in the organigramme below, is mainly the result of the reforms introduced in 1993, except for the establishment of IACSD and IACWGE, and the discontinuation in 1996 of the subcommittee on rural development. The composition and mandates of the different bodies of ACC, and reference to their reports for 1997 and 1998 appear in the annex. The potential for ACC and its machinery to continue to improve their functioning

will depend on the implementation of the different reform measures described in the preceding chapter.

A. Administrative Committee on Coordination

1. A forum for executive heads

28. As recalled in paragraph 1, the initial purpose of ACC was to ensure the implementation of the agreements between the United Nations and the specialized agencies. At its inception, ACC was therefore composed of the Secretary-General and the respective executive heads of the specialized agencies. With the consecutive establishment of the different United Nations funds and programmes, which took a progressively important role in addressing issues of system-wide content, their executive heads also became observers at first, and then full members of ACC.

29. Owing to its expansion, ACC became too large and too heterogeneous in the view of some executive heads of specialized agencies. It was occasionally suggested that participation should be limited to the Secretary-General and the executive heads of the specialized agencies, the argument being made that ACC should focus mainly on how to make the respective programme-budgets of the United Nations proper, on one hand, and those of the specialized agencies and IAEA on the other hand, more coherent and mutually supportive. Some executive heads also felt that ACC should not be a forum where, besides the Secretary-General, United Nations views are repeated by its numerous other component parts at lower echelons.

30. There is, however, a consensus that participation in ACC should be as wide as possible, and JIU itself has recommended in one of its reports on the United Nations University that the Rector should become a full-fledged member of ACC[2]. ACC is thus the only forum bringing together the executive heads of all organizations in the United Nations system, including the Bretton Woods institutions and the World Trade Organization. It has the formidable task of finding a unity of purpose among such a wide range of organizations, and to remain relevant to all of them despite their diversity.

31. The frequency of ACC meetings since the reform of 1993, outlined in paragraph 21, has been twice a year. It should be noted however that two consecutive Secretary-Generals have attempted in 1995[3] and again in 1998 ,[4] to propose a single annual session. Many arguments could be advanced in support of such a proposal. For those in charge of setting up the dates for the meetings, the conflicting commitments of executive heads made it increasingly difficult to schedule two annual sessions. On the other hand, new opportunities for frequent consultations at the level of the executive heads, through electronic means, such as videoconferences, were being used. In addition, delegation of authority to OC and to the standing committes, along with the decision to hold group meetings attended only by those organizations more directly concerned, are conducive to ACC meetings being more focused on limited system-wide issues. At ACC's first regular session of 1998, executive heads considered nonetheless that "the present pattern of two regular sessions of ACC a year offered an extremely valuable opportunity for personal interactions among them and concluded that it should, at least for the time being, be maintained."[5] This is an issue which should be revisited.

2. Leadership and ownership

32. In previous reviews and reports on ACC and in more recent statements from the Secretary-General, the case has been made for the need to adhere to the guiding principles which should govern inter-agency cooperation and coordination. Most of them are not new, but in the past, they were not always adhered to by all concerned. They include the reaffirmation of the leadership role of the Secretary-General of the United Nations, systematic policy consultations supported by an adequate and timely sharing of information, respect for the mandates of specialized agencies and the concept of lead agency, and above all, a common vision and strong personal commitment of executive heads to build on the strengths of their respective organizations.

33. As the statutory chairman of ACC, the leadership role of the Secretary-General is not only derived from Economic and Social Council resolution 13 (III), but has been reaffirmed in other resolutions of the General Assembly and the Council. More than a *primus inter pares*, the Secretary-General should be seen as the symbol of the unity of purpose of ACC members. His decisive and collegial way of exercising such a leadership has contributed to the new spirit in inter-secretariat cooperation, which also stresses the leadership of other executive heads in their respective fields of competence. By reinforcing the leadership role of the Secretary-General along with a strict and continued adherence to other features of the guiding principles, ACC would increase the sense of partnership and ownership among all executive heads.

34. The emphasis on policy consultations among executive heads is not new. It is worth recalling that, as far back as in 1969, ACC members had reached an agreement to carry prior consultations on work programmes. The Economic and Social Council adopted resolution 1549

(XLIX) of 30 July, 1970, in which it welcomed the agreement and invited "all organizations of the United Nations system in the interest of better planning of international action, to observe in the implementation of the arrangements for prior consultations, the spirit as well as the letter of these arrangements".

35. For the Secretary-General to stress three decades later the need for such consultations is indicative of the difficulties faced in implementing a guiding principle considered by all as essential. As pointed out by a former Under-Secretary-General for Inter-Agency Affairs and Coordination, "consultation is an indispensable element in the maintenance of the mutual confidence on which ACC depends; but consultation implies only that the views of those consulted will be weighed, and, if found valid, incorporated. Clearance, on the other hand, implies that those consulted must agree on a final text."[6] May be this view expressed in 1969 still deserves to be taken into account today if ACC members were to find that respect of each other's mandate may lead to inaction or duplication.

3. Relevance

36. Some executive heads admitted that, at times, ACC appeared in the past to be like a "club" where they did not belong and where expected outputs from planned meetings did not justify their attendance. ACC meetings in the last three to four years have registered the participation of all executive heads. Today, even its staunchest critics would admit at least that, if ACC did not exist, it would have to be invented. In the wake of globalisation, and whatever its limitations, ACC does offer a unique forum for inter-secretariat dialogue, consultation and accomodation, with a view to maintain the coherence of the common system, to enhance coordination in operational activities at field level, and provide a timely and coordinated response to global challenges. Remaining relevant to all its participating organizations should continue to be one of the major concerns and challenges of ACC, and the latest reform initiatives are meant to address this challenge.

37. Being relevant entails that ACC considers policy-oriented issues requiring executive heads to deal more with forward planning , strategic thinking and designing coherent plans to respond to global problems in which the component parts of the United Nations system play their respective parts according to their fields of expertise. ACC meetings have indeed focused lately on key issues and themes of system-wide importance requiring strategic direction, such as the reform process in the United Nations system, African recovery, the coordinated follow-up to global conferences, etc., while group meetings of selected organizations have dealt with issues requiring concerted actions among them.

38. At its second session of 1996, ACC approved a Joint Statement on Reform where it identified a number of broad objectives around which it intended to focus its own contribution to the overall ongoing reform processes in the United Nations system. Those objectives included, enhancing the capacity of the system to address effectively the challenges of globalization and those arising from post-cold war conflicts and emergencies; mobilizing and coordinating its contribution to the goals of poverty eradication, people-centered sustainable development and appropriate international response to environmental threats; promoting democratic governance and respect of human rights; and strengthening the system's interaction with private sector, Non-governmental organizations and civil society.

39. In this context, reforms engaged in all system organizations and in particular in the United Nations, are bound to affect the functioning of ACC. The Secretary-General has reorganized the Secretariat's work programme around five core areas (peace and security; economic and social affairs; development cooperation; humanitarian affairs; and human rights) and established executive committees in the first four areas, human rights being designated as cutting across the other areas. All departments, programmes and funds were assigned to one or more core group. In addition, three departments were consolidated into a single Department for Economic and Social Affairs, an identifiable Office for Inter-Agency Affairs was created and a United Nations Development Group established. These reform measures can enhance significantly the contribution of the United Nations and its different components to the activities of ACC and to the coordination process. Some of these issues and other related ones were the subject of a number of previous JIU reports, such as the report on "Coordination of policy and programming frameworks for more effective development cooperation"[7] and on "Strengthening Field Representation of the United Nations System"[8]

40. African economic recovery and related issues have been and remain a priority concern on the agendas of ACC. In 1997, the Committee kept under review progress being made through the United Nations System-wide Special Initiative as the implementation arm of the United Nations New Agenda for the Development of Africa in the 1990s. In 1998, ACC considered a report by the Secretary-General on the causes of conflict and the promotion of peace and sustainable development in Africa. It committed itself to continue to give priority attention to this item, while making an effort to focus on well-defined topics or clusters of policy issues in a view to reach agreement on common actions to be undertaken.

41. In relation to the follow-up of global conferences, in 1995, ACC established three inter-agency task forces, on Basic Services for All, on Full Employment and Sustainable Livelyhoods and on Enabling Environment for Social and Economic Development, chaired respectively by UNFPA, ILO and the World Bank. Those task forces were ad hoc and time bound mechanisms which were discontinued in 1997 after their work had been assessed by ACC. They developed a strong sense of commitment among participating organizations, including the Bretton Woods institutions, and contributed to translate the normative recommendations of the conferences into operational activities at country level.

42. With so many emergency issues and crisis situations stemming from developments around the world, the international community also expects the United Nations system to be able to respond rapidly and adequately. Peace-building has therefore been among the priority concerns of ACC. At its first regular session of 1997, ACC agreed that peace-building "should comprise integrated and coordinated actions aimed at addressing any combination of political, military, humanitarian, human rights, environmental, economic, social,cultural and demographic factors so as to ensure that conflict was prevented or resolved on a lasting basis, and that the process of long term and sustainable development was in place and was not interrupted where possible, or was resumed as expeditiously as possible"[9]. This led to the approval of the strategic framework approach, and to the decision to test it in Mozambique and Afghanistan.

43. Finally, relevance also implies that, while ACC has to focus on policy issues, what counts for most of its stakeholders are the real outcomes of coordination. Being action-oriented is therefore essential. Going through some of the important statements approved recently by ACC, it would be useful to have benchmarks or specific target dates for implementation on which executive heads would commit themselves or request guidance from their governing bodies if needed. Quite often, being action-oriented entails financial implications and, while some of them may be absorbed through cost-savings and efficiency measures, some may certainly require additional funding if approved, in which case governing bodies should be informed accordingly. Because the impact of ACC is a shared responsibility with Member States, it would better serve the implementation process if the respective roles of governing bodies and secretariats were clearly delineated.

4. Name of the Committee

44. One justification given for ACC's name is that the executive heads of its participating organizations are "Chief administrative officers" of their respective organizations. Despite the fact that the scope of ACC has largely expanded since its establishment in 1946, its name continues to convey the notion that the Committtee is dedicated to administrative issues or to the administrative aspects of coordination. However, as depicted in the present report, ACC has been increasingly dealing with strategic planning and major substantive developmental issues, including policy direction. In spite of past attempts, and most recently during ACC's second regular session of 1998, no conclusion was reached by executive heads on a possible new name. A new name should be more actively considered and proposed to the Economic and Social Council.

B. Subsidiary bodies of the Administrative Committee on Coordination

1. Impact of reforms

45. The subsidiary bodies of ACC and their functioning are vital for the effectiveness and the sustainability of coordination efforts within the United Nations system. The impact of recent reforms will depend not only on improved interactions among ACC's own subsidiary bodies, but also between these bodies and units within individual participating organizations.

46. With the exception of OC, CCPOQ, CCAQ (PER) and CCAQ (FB), which meet twice a year, all other subsidiary bodies have a yearly session. CCPOQ, CCAQ and ISCC are supported by jointly-financed secretariats located in Geneva, while other subsidiary bodies are supported by units within participating organizations. The subsidiary bodies constitute valuable forums for counterparts in the different organizations of the United Nations family to share experiences and best practices, and to reach agreed conclusions on how best to translate the unity of purpose called for by their respective executive heads.

47. The operational plan approved as part of the reform measures of 1998 emphasized the need for continued and improved interaction between OC and the standing committees, by encouraging them to promote synergies among them. In particular, a better sequencing of the meetings of the standing committees should contribute to ensuring that outputs from IACSD and IACWGE are used as inputs by CCPOQ, so that policy decisions related to sustainable development or dealing with women and gender issues are adequately taken into account in operational activities and management policies of participating organizations.

48. As part of the operational plan, delegated authority to OC and the standing committees is an important

efficiency measure which can significantly improve the decision-making process of ACC and make it more action-oriented. In doing so, it was also recognized that this new approach would imply careful monitoring and accountability arrangements to be managed by OC. On the other hand delegation of authority should remain meaningful. While OC should continue to have a comprehensive look at all issues before ACC meetings, care should be taken to avoid infringing on the authority delegated to the standing committees.

49. In that connection, the main role of OC should be to identify the agenda and expected outputs of the ACC sessions and ensure that background papers and other outputs are prepared in an appropriate and timely manner. As OC also monitors the overall functioning of the ACC machinery, including policy issues which cut across the work of various standing committees, it should utilize fully the contributions of the standing committees and subcommittees in carrying out these tasks.

50. Within the framework of the overall reform in the United Nations system, interaction and synergies should also continue to be developed between the ACC subsidiary bodies and related substantive units in the member organizations.

51. There was concern among some ACC members that the establishment of the executive committees could eventually lead to the specialized agencies being marginalized because they would be called upon to endorse what had been already decided upon through the executive committee process. Some point, for instance, to the fact that the executive committee for development cooperation has created, at the country level, country-specific frameworks of collaborative policy planning to serve as a common starting point for programme activities of all United Nations development funds and programmes, with the hope that the specialized agencies would join in.

52. During the twelfth session of CCPOQ, held in March 1998, the issue was raised and representatives of the Secretary-General gave assurances that the executive committee were United Nations internal management tools and not inter-agency coordination bodies. That division of labour was also reiterated by ACC itself at its second regular session of 1998, at which time ECHA and IASC were also mentioned in the same context. It was reaffirmed in particular that IACSD and CCPOQ remained the appropriate mechanisms for system-wide collaboration on substantive issues related respectively to Agenda 21 and to programmatic and operational activities. Both ACC and the Economic and Social Council have called for the strengthening of complementaries and enhanced interaction between the standing committees on one hand, and the executive committee and the United Nations Development Group on the other hand. This will require improved communication and exchange of information for which the Office for Inter-Agency Affairs can play a focal role.

53. Another impact of reforms shoud be a review of the names of OC, CCPOQ and CCAQ. Their current names put emphasis on their organizational or consultative functions, which was in line with their initial mandates. Later on, when IACSD and IACWGE were established, such emphasis did not prevail, despite the fact that they also had a consultative role. With the decision to delegate authority to OC and the standing committees, the time has come not only for some harmonization, but also for translating the empowerment of these committees. For instance, CCPOQ and CCAQ could eventually become the Inter-Agency Committee on Programme and Operational Questions (IACPOQ) and the Inter-Agency Committee on Management Coordination (IACMC), respectively.

2. Need for periodic reviews

54. Streamlining has been one of the recurring themes of almost every reform plan related to ACC and its subsidiary bodies. As mentioned in paragraph 25, it was among the objectives of the current reform efforts. However, the final objective should not be streamlining just for the sake of streamlining, but to get a better performing machinery by using, where needed, other flexible mechanisms. The ACC machinery should therefore be kept under constant monitoring and periodic review.

55. There is room for further streamlining, particularly in relation to staff training mechanisms. With the discontinuance of the Advisory Panel on operational activities training, to be followed hopefully by that of the Subcommittee on Staff Training, the United Nations Staff College in Turin should be used as a system-wide training institution, provided that all participating organizations have an input into its programme of work and that its reporting line through the ACC machinery be determined accordingly.

56. At its recent session in 1999, the ACC Subcommittee on Nutrition has been under review. Such a review should be actively pursued to ensure that the difficulties faced so far by this body on getting full support for its programme of work and the funding of its core budget, are resolved to the satisfaction of all concerned. In particular, with the major role played by FAO and WHO in the field of nutrition, fulfilling a mandate of coordination in that field without their unreserved support would have to be

justified to Member States, as this seriously raises the need to maintain such a mechanism. For instance , it should be noted with concern that, from the biennium 1994-1995 to the biennium 1996-1997, contributions to the core budget of ACC/SCN by FAO, IFAD and WHO were either entirely withdrawn or severely reduced. If such a situation cannot be solved at the level of the subcommittee or CCPOQ to which it reports, ACC itself should be called upon for its guidance.

57. The linkages between peace-building, humanitarian assistance and development have become increasingly apparent, as mentioned in paragraph 42 above. In that connection, the Inter-Agency Standing Committee which plays a key role as a flexible mechanism for consultation and collaboration could become part of the structural set up of the subsidiary bodies of ACC.

C. Improved secretariat support

58. Improved secretariat support to ACC and to its machinery was part of the objectives set out in the current reforms. It should carry the adhesion of all executive heads, who may contribute in diverse ways and not appear as the sole responsibility of a few organizations.

1. The Office for Inter-Agency Affairs

59. As mentioned above in paragraph 39, the Secretary-General decided to establish, in close cooperation and collaboration with the relevant departments, funds and programmes and organizations and agencies within the United Nations system, an Office of Inter-Agency Affairs (OIAA) to service ACC and promote continuous exchange of information and consultations throughout the United Nations system. OIAA started with a core staff coming partly from the Executive Office of the Secretary-General, to be reinforced by staff seconded by the programmes and agencies.

60. Recognition of the need to service ACC on a full-time basis is long overdue. The new Office should contribute to enhance the follow-up and monitoring functions entrusted to the Secretary of ACC and to OC. The Secretary-General informed ACC members in January 1998 that he was establishing OIAA and urged them to second staff to the Office on an ongoing basis. So far, staff has been seconded by ITU, UNIDO, UNCTAD, and UNDP for variable durations, and a possible secondment was under discussion with ICAO. Some organizations such as FAO, indicated that seconding staff to OIAA could have a negative impact on programme delivery, at a time when many organizations were still called upon to do more with less, or expected to maintain their programme budgets under zero nominal growth.

61. For 1998-1999, no specific allocation was made in the programme budget of the United Nations for the establishment of OIAA. Considering its mandate, which is to service ACC on a full-time basis, the fact that it is called upon to interact continuously with the subsidiary bodies of ACC and with units in the different secretariats dealing with inter-agency affairs, and even its overall funding basis which is jointly financed by the United Nations and those organizations seconding staff, OIAA would appear as a rightful subsidiary body of ACC. The Secretary-General has decided nonetheless to retain the Office as part of the United Nations Secretariat. Consequently, the total resources of the Office should be shown under a specific budget line, and expected contributions from sources other than the regular budget should be clearly identified. In addition, the missions entrusted to other units in the Secretariat should be reviewed to avoid duplication and allow a symbiotic coordination between them and the Office.

2. Other forms of support

62. As a matter of policy, secretariat support to ACC and its subsidiary bodies should be viewed by all executive heads as an additional litmus test of their commitment for improving the functioning of the ACC machinery, and for developing partnerships and a sense of ownership. This being said, secretariat support should not be limited only to secondment of staff to OIAA, as there are other possibilities of mobilizing such support.

63. Providing chairpersons and secretaries to the different subsidiary bodies, along with related logistical facilities is another way to support ACC and its machinery. So are contributions made through the task force or lead agency approaches. The inspectors note that, owing to a combination of factors (some chairs are statutory while some are filled by rotation), the United Nations itself is currently providing the chair for CCAQ-High Level, CCPOQ, IACSD and IACWGE, in addition to the statutory chair of OC, not to mention a number of secretaries for different committees and subcommittees, as reflected in the annex to the present document.

64. For organizations unable to second staff to OIAA, and in particular lead agencies or those having task managers, possibilities for them to be part of a wider "virtual secretariat" using electronic means should be more frequently used. OC and the standing committees could call on them more frequently for instance to prepare background papers and/or to draft reports.

D. The Administrative Committee on Coordination and the management of information

65. Much emphasis has been put by ACC on the need for improved exchange of information among secretariats and for making information available not only to constituents, but also to the public at large. With the advent of the new information age and the developement and rapid expansion of new information and communication technologies, executive heads felt the need to coordinate policies and practices to ensure a wider accessibility to, and dissemination of information. For that purpose, they established initially an Advisory Committee for the Coordination of Information Systems (ACCIS) which was discontinued and then replaced in 1993 by the Information Systems Coordination Committee (ISCC).

66. By mid-1992, the Optical Disk System (ODS) developed by the United Nations became operational, allowing on-line access to most of its parliamentary documents. Similar possibilities were progressively offered in many other organizations.The more recent evolution came with the Internet revolution. All United Nations system organizations with the exception of UNRWA now have a Web site and have developed their own intranets. With the wealth of information available on-line, a United Nations International Organizations Network Search System (UNIONS) was set up to help find relevant documents scattered among various United Nations agencies.

67. In 1997, ACC adopted a "Statement on Universal Access to Basic Communication and Information Services"[10] and gave the green light for the development of a United Nations system-wide Intranet that "would facilitate inter-agency cooperation and effective integration of the competencies of all concerned organizations in support of country-level action."[6]

1. Follow-up to recommendations of the Information Systems Coordination Committee

68. An ISCC Task Force on Expanded Internet-based Services (TF/NET) made pertinent recommendations that have yet to be fully implemented. TF/NET has recommended, inter alia, that all agencies support the further development and use of UNIONS and that the United Nations consider granting limited access to ODS, free of charge, to other agencies which are members of ACC. The beneficiaries and target audience would be Web users worldwide for UNIONS, and all staff at all agencies for ODS.

69. Concerning the development of a United Nations system-wide Intranet, TF/NET felt that the issues to be resolved were both technical (access controls which insure that only authorized users have access to applications and data; choice of data transports which impact on quality of services; price and security) and content-related (what information can or should be made available on-line and with which definitions? Who should submit and update the information?) These issues need to be resolved in a coordinated manner.

2. The ACC Information Network

70. At its first regular session of 1998, ACC decided that an ACC Information Network will be completed in two phases under the guidance of OC and the support of ISCC, using, wherever possible, existing modes and capabilities already available in the system. The first phase, called EInet (Executive Information network), would be geared to the information needs of senior management. In the second phase, the network would be expanded to cover information on programmatic activities of member organizations.

71. With this background in mind, it should be recalled that, quite often, pertinent information technology initiatives or projects suffer from lack of a wider perspective, adequate funding, and timely implementation. In that respect, securing the understanding and support of governing bodies is essential. The annual overview report of ACC to the Economic and Social Council should contain detailed indications on efforts made by executive heads towards a system-wide coordinated management of information outlining, inter alia, progress made in the establishment of EInet, plans for its further development into a wider ACC Information Network, schedule for the implementation of approved recommendations of ISCC, and other issues of information management deserving a common approach, including their financial implications and expected benefits for each participating organization.

3. Administrative Committee on Coordination and the use of the Internet

72. A visit to the Web sites of different organizations has revealed some deficiencies which should be corrected, or practices that should be emulated.

73. On thematic issues, such as poverty reduction, nutrition, etc., agencies tend to highlight their individual programmes and activities and seldom is there a mention of efforts made to coordinate those activities with other system organizations, either in the framework of ACC or otherwise; few organizations even mention, for instance the United Nations Special Initiative on Africa which was

heralded as the most important collective effort by United Nations system organizations to support African development. A special mention should be made, however, for the commendable initiatives by UNDP to post a specific page on "achievements on poverty eradication", available only in English, and by UNESCO to have a detailed section on the Special Initiative on Africa.

74. Concerning ACC itself, the Web site of the United Nations contains a chapter on the role of the Secretary-General, without any reference whatsoever to his role as Chairman of ACC. A specific Web site on ACC still mentioned in January 1999, under CCPOQ, the subcommittee on rural development which was discontinued in 1997, while it does not list among the standing committees of ACC, the IACWGE established in 1996. More coherence and reliability are required. For instance, data concerning the activities of all subcommittees should be regrouped under the Web site of the standing committees to which they report, and OC should take steps to monitor all such Web sites to ensure that they are regularly and accurately updated. In addition, to show their unity of purpose, it is also important to ensure that information provided by one organization about cross-cutting issues, does not contradict the basic policies of other concerned organizations.

75. As shown in table 1, some Web sites provide information in English only, while others do it in two or more languages, some of which are not necessarily official languages, for example, Japanese and Korean, for the UNHCR Web site. Not only is it important to ensure that all Member States have an equal access to on-line information in one of the official languages but, by advocating the need to open up to wider audiences, United Nations system organizations have committed themselves to make such information available in more than one language. It is the responsibility of legislative organs to decide otherwise, and related financial implications should be submitted to them for action. Inasmuch as possible, language policies for posting information on-line should conform to existing policies of individual organizations for paper form document distribution.

ORGANIGRAMME OF THE ADMINISTRATIVE COMMITTEE ON COORDINATION AND ITS SUBDIARY BODIES

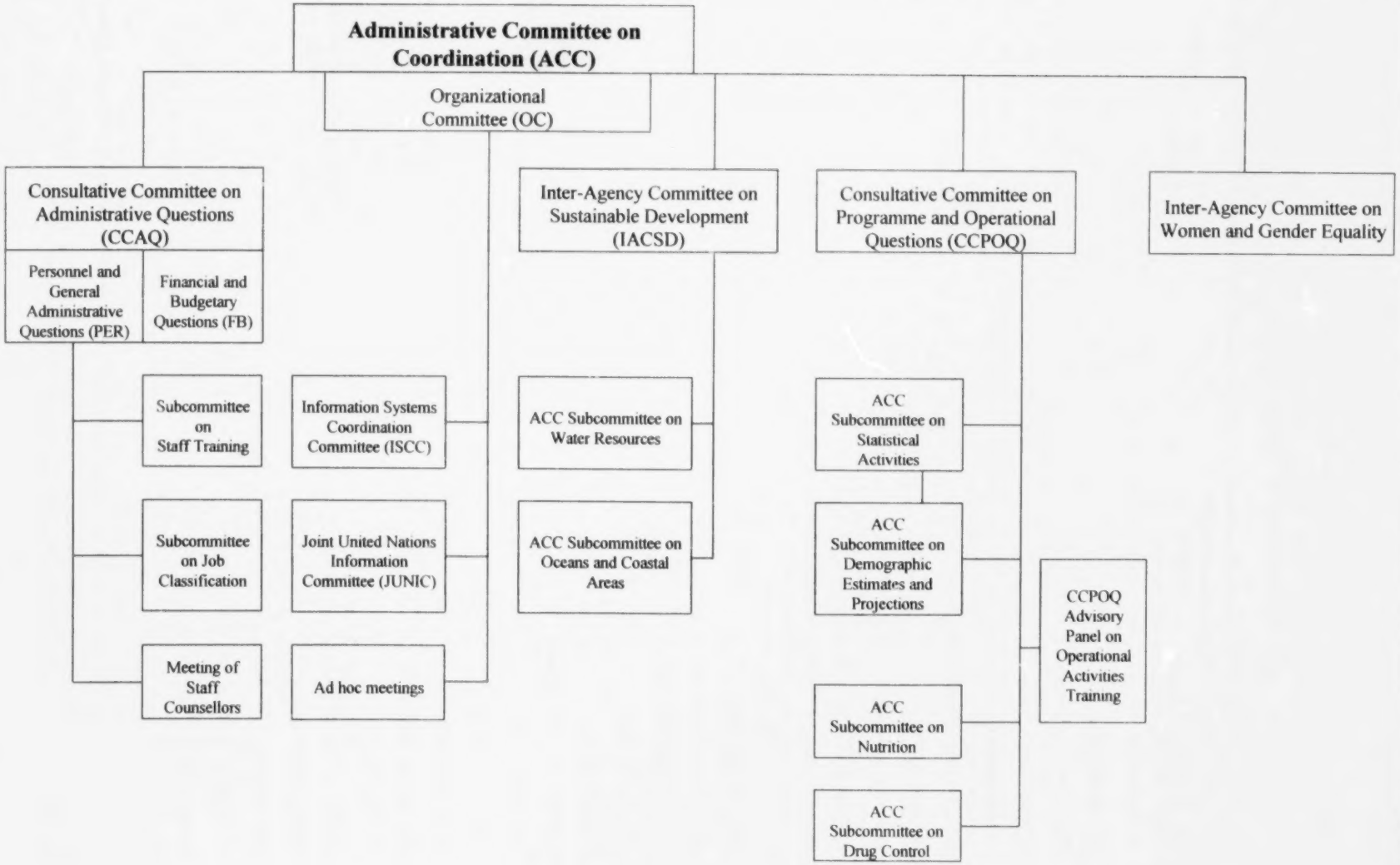
Administrative Committee on Coordination (ACC)
Organizational Committee (OC)
Consultative Committee on Administrative Questions (CCAQ)
Personnel and General Administrative Questions (PER)
Financial and Budgetary Questions (FB)
Subcommittee on Staff Training
Subcommittee on Job Classification
Meeting of Staff Counsellors
Information Systems Coordination Committee (ISCC)
Joint United Nations Information Committee (JUNIC)
Ad hoc meetings
Inter-Agency Committee on Sustainable Development (IACSD)
ACC Subcommittee on Water Resources
ACC Subcommittee on Oceans and Coastal Areas
Consultative Committee on Programme and Operational Questions (CCPOQ)
ACC Subcommittee on Statistical Activities
ACC Subcommittee on Demographic Estimates and Projections
ACC Subcommittee on Nutrition
ACC Subcommittee on Drug Control
CCPOQ Advisory Panel on Operational Activities Training
Inter-Agency Committee on Women and Gender Equality

Table 1
United Nations system Web sites and language policies

		OWSL** on Web site	Languages*** on the web site
A.	**Participating organizations of ACC and their URLs***		
	United Nations (www.un.org/)	A	E, F, S, R, A
	ILO (www.ilo.org/)	A	E, F, S
	FAO (www.fao.org/)	A	E, F, S
	UNESCO (www.unesco.org/)	A	E, F
	ICAO (www. icao.int/)	no	E, F, S
	WHO (www.who.int/)	A	E
	World Bank (www. worldbank.org/)	B	E
	IMF (www. imf.org/)	no	E
	UPU (www. upu.int/)	A	E, F
	ITU (www.itu.int/)	A	E, F, S
	WMO (www.wmo.ch/)	A	E, F, S
	IMO (www.imo.org/)	B	E, F, S
	WIPO (www.wipo.org/)	B	E, F, S
	UNIDO (www.unido.org/)	B	E
	IAEA (www.iaea.or.at/worldatom)	B	E
	WTO (www.wto.org/)	A	E, F, S
	IFAD (www.ifad.org/)	A	E
	UNCTAD (www.unicc.org/unctad)	B	E, F, S
	UNEP (www.unep.org/)	A	E
	UNDP (www.undp.org/)	B	E
	UNFPA (www.unfpa.org/)	B	E, F
	UNICEF (www.unicef.org/)	NO	E, F, S
	WFP (www.wfp.org/)	A	E
	UNDCP (www.undcp.org/)	A	E, F, S
	UNHCR (www.unhcr.ch/)	A	E, F, D, J, K
B.	**ACC machinery and its URLs**		
	ACC (www.un.org/esa/coordination/acc	NO	E
	IACSD (www.un.org/esa/sustdev/iacsd)	NO	E
	ISCC (www.unsystem.org/iscc)	A	E
	SCN (www.unsystem.org/accscn)	B	E

* **URL** - Universal Resource Locator
** **OWSL** - Official Web Site Locator for the United Nations system: A=on homepage; B= on another page; NO: no mention at all
*** **Languages**: A=Arabic; D= German; E= English; F= French; J= Japanese; K=Korean ; R= Russian; S= Spanish.

Chapter III

Interaction between the Administrative Committee on Coordination and intergovernmental bodies

A. Role of Member States

76. An effective and efficient coordination in the United Nations system is a shared responsibility between Member States and ACC. As recalled by the Secretary-General when advocating a new culture in inter-secretariat cooperation, "This new culture at the level of the secretariats will need to be complemented by a deliberate effort within Governments to concert and coordinate the positions on both policies and programmes they take in the governing bodies of the various organizations, and by a genuine concern to ensure that such positions are framed in the broader perspective of the interests of the system as a whole, and serve to advance the system's cost-effectiveness and overall impact."[11]

77. Member States could indeed complement and enhance secretariats' efforts by better concerting and coordinating their own positions in the different governing bodies, and by exercising a more effective policy coordination at national level within their Governments. The General Assembly may wish to make a solemn call to Member States in that respect.

B. Interaction with the General Assembly

78. Chapters IX and X of the Charter of the United Nations organize the relations between the General Assembly and the Economic and Social Council on one hand, and the specialized agencies on the other hand. In particular, Articles 58, 63.2 and 64 empower the General Assembly and the Economic and Social Council to make recommendations for the coordination of the policies and activities of the specialized agencies. Consequently, the General Assembly and the Economic and Social Council play a central coordinating role in the United Nations system and their interactions with ACC are therefore an important aspect of the functioning of ACC.

79. The most recent resolution of the General Assembly having an impact on the work of ACC is resolution 53/192 of 15 December 1998, on the "Triennial policy review of operational activities for development of the United Nations system", in which the Assembly stressed, inter-alia:

(a) The need for all organizations of the United Nations development system to focus their efforts at field level on priority areas as identified by recipient countries, taking into account their respective mandates, and with a view to avoid duplication and enhance complementarity;

(b) The need for a continuous overall improvement in the effectiveness, efficiency and impact of the United Nations system in its delivery of development assistance, while welcoming progress made towards that end;

(c) The need for the funds and programmes and the specialized agencies to have a full and active participation in the preparation of UNDAF;

(d) The need for gender mainstreaming in all fields of operational activities undertaken by the United Nations, particularly in support of poverty eradication;

80. By resolution 53/192, the General Assembly encouraged further efforts to improve the Resident Coordinator system and requested the Secretary-General to make it more participatory in its functioning at field level. United Nations system organizations were further requested to lend their support to the Resident Coordinator system, a subject which was addressed by the JIU report on Strengthening Field Representation in the United Nations system[8]. For the follow-up to the resolution, the General Assembly reaffirmed that governing bodies of the funds and programmes and the specialized agencies should take appropriate action to implement it. Executive heads were therefore requested to submit an annual progress report to their respective governing bodies, while the Secretary-General was requested for his part to consult with other executive heads and to submit a progress report to the Economic and Social Council at its substantive 1999 session.

81. Considering that it was important to ensure strong support and consistent messages by all executive heads on the implementation of resolution 53/192, ACC approved at it first regular session of 1999, upon recommendation from CCPOQ, an "ACC Statement on the Implementation of General Assembly resolution 653/192." In its Statement, ACC committed itself to continue to take all necessary steps in view to (a) provide all recipient countries effective development support through full coordination at the global, regional, and country levels, and (b) to give full effect to the provisions of the resolution dealing with the coordinated follow-up to global conferences and different thematic issues such as gender in development, Technical Cooperation among Developing Countries, capacity-building, etc. Furthermore, ACC decided that CCPOQ will prepare relevant guidance and guidelines on the strengthening of country-level cooperation through the Resident Coordinator system.

C. Interaction with the Economic and Social Council and the Committee for Programme and Coordination

82. The need for a close working partnership between the Economic and Social Council and ACC was recognized by both parties and, in its resolution 992 (XXXLI) of 2 August 1963, the Council requested the Secretary-General, as Chairman of ACC, to arrange for a meeting between ACC, the Officers of the Council and the Chairman of the Council's Coordination Committee to discuss practical and effective means to bring about a closer relationship between the two bodies.The first meetings in 1964 and 1965 proved so useful that the Council decided in 1966 that its reorganized Special Committee on Coordination would participate in appropriate joint meetings with ACC.

1. Resolution 1643 (LI)

83. However, there was a time in the past when the relations between ACC and the Economic and Social Council were not particularly harmonious, for various reasons. While the central coordinating role of the Council is embedded in the Charter as mentioned above, Member States have sometimes felt that executive heads were infringing on their prerogatives by dealing with policy issues, and that ACC's annual overview reports tended to conceal differences among organizations which the Council should be aware of.

84. Executive heads of some specialized agencies, without overtly denying the central coordinating role of the Economic and Social Council, considered for their part that the process of coordination was leading at times to unjustified encroachments on the mandates of their organizations, and they firmly advocated their right, if not their obligation, to be accountable first and foremost to their own governing bodies.This difference of perception resulted in the adoption by the Council of resolution 1643 (LI) of 30 July 1971, which recalled that "the policy-making role in the United Nations system is the prerogative of Member States represented in the competent organs of the system and that the different secretariats perform the functions assigned to them by those organs, in accordance with the constitutional provisions of each organization and agency"

2. The revitalization of the Economic and Social Council

85. For ACC, a revitalization of the Economic and Social Council is a *sine qua non* for the Council to perform its coordinating mandate more effectively, a condition also stressed in the review conducted in 1993 which led to the major reforms of ACC and its structure and methods of work, described in paragraphs 19 to 22. Since 1991, at least three important resolutions of the General Assembly have dealt with further measures for the restructuring and revitalization of the United Nations in the economic, social and related fields, namely, resolutions 45/264 of 13 May 1991, 48/162 of 20 December 1993 and 50/227 of 24 May 1996. They all stressed the role of the Economic and Social Council in providing coordination and guidance to the United Nations system. In resolution 50/227, in particular, the Assembly reiterated the role of the Council as the central mechanism for coordination of the activities of the United Nations system and its specialized agencies.

86. The Presidents of the Council in 1998 and in 1999 have been very active in promoting such a revitalization of the Economic and Social Council and new methods of interaction with ACC have been developed. Opportunities were taken within the Council to build constructively on the work of United Nations system organizations. In his statement at the conclusion of the work of the substantive session of 1998, the President of the Council highlighted a series of "firsts" in the activities and working methods of that organ, as follows:

(a) The Secretary General addressed the organizational session of the Economic and Social Council, thus influencing the evolution of the work of the Council;

(b) A special high-level meeting between the Council and the Bretton Woods institutions was convened, and the Council held a unique session on the coordinated and integrated follow-up to global conferences during which panel discussions allowed contributions from chairpersons of the functional commissions of the Economic and Social Council, the executive secretaries of the Regional Commissions, the chairpersons of the Executive Boards of the funds and programmes and the heads of the ACC task forces;

(c) The Council convened a humanitarian affairs segment to which members of the Executive Committee on Humanitarian Affairs took part, as well as members of the Inter-agency Standing Committee and a number of resident and humanitarian coordinators.

87. The President of the Council for 1999 intends to pursue this policy. He has called for a "renaissance" of the Economic and Social Council and has taken initiatives to intensify the dialogue between the Council and ACC, including panel discussions with executive heads. The Secretary-General, in his capacity as Chairman of ACC, again had access to the Council to brief it on the activities of ACC in 1998. During its 1999 substantive session, the Council will focus on the theme of poverty eradication. It will also address the issue of African development at its coordination segment, and the linkages between emergency

relief and long-term development at its humanitarian segment. On both occasions, opportunities will be given to concerned United Nations system organizations to participate, and the Council has confirmed its keen interest in intensifying direct dialogue with executive heads.

88. These recent developments are conducive to enhanced interaction and cross-fertilization between the Economic and Social Council and ACC in general. More importantly, they will contribute to reassuring some specialized agencies which remain concerned that coordination does not lead to overcentralization. In 1998, the then Director-General of ILO stressed before the Governing Body of ILO that "unity of purpose is an important goal,..but it should not become an excuse for centralized decision-making in which the specialized expertise of ILO might be ignored"[12] and that "even more importantly, United Nations organs are no substitute for the ILO Governing Body or the International Labour Conference" [13] This view, which was supported by the tripartite membership of ILO, is also shared by ICAO. The new relations between the Economic and Social Council and ACC will undoubtly contribute to reinforcing mutual trust and active partnerships, allowing agencies' perspectives to be taken into account in the programme of work and the deliberations of the Council. As recalled by the Secretary-General in his first address ever to the organizational session of the Council in February 1998, "Agencies policies and actions should not only be the subject of the work of the Council, they should provide its main foundation."[14]

3. Interaction with the Committee for Programme and Coordination

89. The meetings between the Economic and Social Council and ACC mentioned in paragraph 82 later became the Joint ACC/CPC Meetings. They were initially intended to:

(a) Examine the provisional agenda of the Council's sessions and draw the Council's attention to major questions requiring its urgent action;

(b) Keep under review the activities of the United Nations and its related agencies in the economic, social, human rights and related fields, particularly in respect of the United Nations Development Decade;

(c) Submit conclusions and recommendations to the Council on those questions, as well as on coordination issues which call for special attention by the Council.

90. Throughout the years, some participants came to view these joint meetings as a waste of time, while others considered that they provided a unique opportunity for consultations between representatives of the Council and executive heads, and thus contributed to a mutual educational process. By its resolution 50/227 of 24 May 1996, the General Assembly decided to discontinue the Joint ACC/CPC meetings and to assign its functions to the coordination segment of the Council. Some Member States are convinced however that this creates a communication gap between ACC and the Economic and Social Council at a time when both bodies are in search of better ways to improve their interaction.

91. While the joint ACC/CPC meetings have been discontinued, the annual overview reports of ACC to the Economic and Social Council are considered by CPC, which then submits its related comments. Such comments have repeatedly called on ACC to improve the quality of its reports to the Council. Although ACC considers that efforts have been made in the right direction, comments made by CPC in the past few years still show some dissatisfaction with the reports submitted. At its thirty-eighth session held in June 1998, CPC took note of the ACC annual overview report for 1997, and requested that "future reports be more analytical and highlight problems encountered" and that "they should also include a full listing of other system-wide reports before intergovernmental bodies relevant to the issues dealt with in the annual report"[15]. CPC also recommended that "ACC work towards the preparation, in each programme area of broad inter-agency concern, of strategic policy papers indicating issues to be addressed, coordination problems being encountered, what role each agency and/or organization should play and areas where intergovernmental guidance is required."[15].

92. CPC was instrumental in having ACC submit a biennial report on programme and resources. The reports contributed to a better understanding of the work of the system and to improved coordination, by showing the programme objectives of organizations in their various areas of activity, and the corresponding allocation of financial resources. Submission of the reports stopped in 1995, but confirmation was given to the inspectors that it will be resumed. Not only should such reports be made available to all governing bodies, but they should also be posted on the Web site of ACC for the benefit of other stakeholders.

D. Interaction with the specialized agencies

93. By resolution 1643 (LI), the Economic and Social Council requested ACC to present annually to the Council and, as appropriate, to other legislative bodies concerned, "a concise report on the way in which the system operates, bringing out the problems solved and in addition highlighting those which are unresolved, for action at the intergovernmental level, and making suggestions and proposals designed to facilitate the implementation by the organizations concerned of decisions taken by the Council in the field of coordination, in order to ensure that actions taken are mutually supporting and complementary." The Council also invited ACC "to make available to the Council and the competent legislativ bodies of the specialized agencies and the International Atomic Energy Agency the results of the work of its subsidiary bodies, including ad hoc groups or panels, or, where appropriate, brief summaries including the main topics and trends of discussions".

94. The governing bodies of some organizations have periodically on their agendas a specific item on coordination in the United Nations system and on decisions and/or recommendations of central coordinating bodies or other bodies which have implications for their own programmes and budgets. When submitted, the related report(s) allow useful exchange of views among members of the concerned governing bodies. This procedure should be emulated in other organizations which have not yet done so. To go a step further, executive heads could take this opportunity to include in such report (s), measures taken or envisaged by them to improve system-wide collaboration and coordination, and to reinforce the unity of purpose of the whole system. For their part, governing bodies, instead of just taking note of such report(s), may wish to provide executive heads with appropriate guidance on issues involved.

E. Cost of coordination: funding of activities related to the Administrative Committee on Coordination

95. Using the power of the purse is one of the major prerogatives of all legislative organs. The approval of budgets related to the cost of coordination activities in the United Nations system is therefore an important opportunity for interaction between intergovernmental bodies on one hand, and ACC and its machinery on the other hand.

96. There are mainly three categories of expenditures on account of inter-agency coordination, namely, jointly financed secretariats; travel and related costs associated with participation to inter-agency meetings; and support services provided by organizations hosting chairs and/or secretariats of ACC committees and subcommittees or coordinating agencies for ACC task forces.

1. Jointly-financed secretariats

97. In the programme budget of the United Nations for 1998-1999[16], section 29 (Jointly financed administrative activities) provides detailed information on the total budgets of the jointly-financed secretariats of ISCC, CCAQ and CCPOQ, along with an overview of their functions and activities. United Nations shares are identified and, based on the recommendations of the Advisory Committee on Administrative and Budgetary Questions, final decision is taken by the General Assembly on the United Nations share only. The support costs for servicing otherwise the ACC machinery are part of the submissions mostly under sections 1A (Overall policy-making, direction and coordination) and 7 on economic and social affairs.

98. In most organizations, reference is made one way or the other to participation in United Nations system operations without itemized amounts being shown. This is the case, for instance, for FAO, ILO, or WIPO. In some other organizations, it is almost impossible to locate in the proposed programme budget, the section or sections containing the appropriations for jointly- financed secretariats and for participation in other ACC-related activities. Based on percentage shares agreed upon by the participating organizations, WHO for instance has been assessed for a total of $414,170 in 1996-1997 for the secretariats of CCAQ, CCPOQ and ISCC, but looking into the six appropriation sections of the 1998-1999 approved budget, it is unclear where the corresponding amount appears.

99. The shares of each organization in the budgets of these jointly-financed secretariats are agreed upon between ACC members on the basis of two standard cost-sharing formulae, proposed by CCAQ (FB) and approved by ACC: the "CCAQ formula", based on total staff in post at the close of the preceding period, applies to the secretariats of CCAQ and ISCC, and the "JIU formula", based on actual expenditures, applies to the secretariat of CCPOQ. The respective shares of participating organizations for 1996-1997 are shown in table 2. It should be noted that, since 1995, the total shares indicated for the United Nations,

UNRWA and UNHCR are supposed to be agreed among them, but in practice, vouchers sent by the United Nations to UNRWA and UNHCR have not been paid thus far, a situation which is being reviewed by the parties.

100. In analysing the process of approval of the budgets of jointly-financed secretariats, the inspectors came to the conclusion that, owing to the need to secure full funding of the total budget for these activities, individual governing bodies have no choice than to approve the share set for their organization. Hence, cost-sharing arrangements decided upon by secretariats without any legislative supervision, become as much of a committment for Member States as the scale of assessment for the overall budget of individual organizations. It is therefore recommended that, after the Advisory Committee on Administrative and Budgetary Questions has reviewed the submissions on the total budgets for jointly-financed-activities on the basis of cost-sharing arrangements proposed by ACC, the General Assembly, as a central coordinating body, approves formally the final total figures on behalf of the system. The respective shares of individual organizations would continue to be shown in their programme budget, but Member States represented in the General Assembly would have had an opportunity to review and approve the total budgets of these jointly-financed secretariats.

101. Concerning the ACC Subcommittee on nutrition, the core budget for its technical secretariat is almost entirely funded from so called "voluntary contributions" made by its contributing organizations and drawn from their own regular budgets. In addition, ACC/SCN also benefits from an "operational budget" funded by bilateral donors. The core budget is approved by CCPOQ, and is solely based on the good will of the secretariats of the contributing organizations. As a consequence, there were cases when initially announced contributions have been increased in the course of the biennium, while there were also other cases when expected contributions did not materialize. Even though the amounts concerned are not very high (the initially approved total core budget for 1998-1999 was about $ 907,000), the inspectors believe that the current procedure neither insures a secure funding of the technical secretariat which is part of the ACC machinery, nor does it do allow taking into account the overall resources mobilized for the implementation of the programme of work of ACC/SCN.

2. Travel and related costs

102. Expenditures for attending inter-agency meetings are seldom identified as such. ACC itself has called upon its subsidiary bodies to use videoconferences and other information and communication technologies more extensively to reduce travel costs. Such efforts should be pursued and regular meetings of the ACC machinery should be held as much as possible in the most central and cost-saving location for the majority of participants.

3. Support costs

103. Support costs are not usually identified either although, in relation to the three inter-agency task forces on follow up to global conferences, chaired respectively by UNFPA, ILO and the World Bank, ACC did recognize that the overall process of the task force approach "had been rather time-consuming and financially burdensome for the lead organizations"[17]. Promoting the task force approach and advocating the leadership role of agencies in their particular field of competences constitute important factors in building complementarities among United Nations system organizations and enhancing coordination. Related support costs should not become stumbling blocks if kept under control and, in any case, such costs should be reported to governing bodies in a transparent manner.

104. The cost of coordination is not always easy to assess, partly because in most cases, coordination relates to activities which are part and parcel of the programmes of substantive units or those carried out by executive offices. A closer look at how secretariats submit to their governing bodies proposed expenditures on, and expected outputs from coordination is, however, indicative of the need to inform Member States better about the cost of coordination. Governing bodies would be well served if they were to insist on having a more complete and transparent submission of financial implications related to the participation of their respective organizations in the inter-agency coordination process, including informationon cost-saving and/or efficiency measures taken by executive heads.

Table 2
Shares of participating organizations in the costs of jointly -financed secretariats, 1996-1997

ORGANIZATIONS	*CCPOQ (a)*		*CCAQ (b)*		*ISCC (b)*		*ACC/SCN (c)*	
	amount ($ .000)	%	amount ($ .000)	%	amount ($ .000)	%	amount ($ .000)	%
United Nations	211.6	20.93	534.5	28.69	443.6	27.37	80.8	9.4
UNRWA	27.2	2.69	4.7	0.26	3.9	0.25		
UNHCR	125.6	12.42	142.1	6.52	118.0	6.22	34.0	4.0
UNICEF	111.9	11.07	158.7	8.46	131.6	8.07	206.0	24.0
UNDP	90.1	8.91	174.5	9.76	144.9	9.31	140.0	16.3
UNFPA	26.7	2.64	27.9	1.34	23.2	1.28	29.0	3.4
WFP	72.8	7.20	52.1	2.75	43.2	2.62	64.0	7.4
ILO	39.6	3.92	95.2	5.22	79.0	4.98	-	-
FAO	68.4	6.77	157.7	9.25	131.0	8.82	-	-
UNESCO	36.2	3.58	86.7	4.74	71.9	4.52	25.0	2.9
ICAO	11.1	1.10	29.0	1.63	24.1	1.56	-	-
WHO	85.9	8.50	176.7	9.64	146.7	9.20	10.0	1.2
IMF	-	-	-	-	74.6	4.58	-	-
UPU	3.2	0.32	5.9	0.34	4.8	0.33	-	-
ITU	16.2	1.60	25.9	1.42	21.3	1.36	-	-
WMO	7.5	0.74	10.0	0.59	8.3	0.57	-	-
IMO	4.0	0.40	11.2	0.59	9.2	0.56	-	-
WIPO	10.3	1.02	18.2	0.90	15.0	0.86	-	-
IFAD	-	-	10.6	0.58	8.9	0.55	27.0	3.1
UNIDO	24.0	2.37	46.1	2.83	38.4	2.70	-	-
IAEA	38.3	3.79	76.8	3.70	63.8	3.53	12.5	1.4
WTO	-	-	15.8	0.80	13.1	0.76	-	-
UNU	-	-	-	-	-	-	25.0	2.9
World Bank	-	-	-	-	-	-	206.0	24.0
Total	1010.6	99.97	1860.3	100.01	1618.5	100	859.3	100

• Total of this column is not equal to 100.0 per cent because of rounding.

a Cost-sharing on the basis of the "JIU" formula.

b Cost-sharing under the "CCAQ formula".

c No cost-sharing agreement yet; percentage shares are based on actual contributions which are "voluntary".

Annex

ACC and its subsidiary bodies in 1999
(Data from ACC/1996/INF/1 as updated by OIAA, 1 December 1998)

Body, Composition And Mandate	*Date estbl. (meetings/ year)*	*Chair (Current)*	*Secretariat*			*Reports 1996/97*
			Location	*Secretary from*	*Support service by*	
Administrative Committee on Coordination (ACC) *Composition*: Secretary-General and executive heads of sixteen specialized agencies(FAO, IBRD, ICAO, IFAD, ILO, IMF, IMO, ITU, UNESCO, UNIDO, UPU, WHO, WIPO, WMO); the IAEA & WTO; and nine United Nations programmes and funds (UNCTAD, UNDP, UNDCP, UNEP, UNFPA, UNHCR, UNICEF, UNRWA and WFP). *Function*: to facilitate the coordination of the programmes of the various United Nations organizations and the promotion of cooperation within the system. Reports to ECOSOC.	1946 (2)	SG	UN/NY	UN/NY (Chair of OC)	UN/NY	4 reports ACC/1996/4 & 20 ACC/1997/4 & 20
I. Organizational Committee (OC) Replaced the ACC Preparatory Committee. *Members:* representatives of ACC participating organizations working under the direct guidance of respective executive heads. *Overall mandate*: to ensure the most effective organization of the work of ACC and to assist it in monitoring/managing the work of its subsidiarymachinery. Receives its instructions from and reports directly to ACC.	1978 (2)	UN (Secretary of ACC)	UN/NY	UN/NY	UN/NY	4 reports ACC/1996/2 & Add.1 ACC/1997/2 & Add.1
a) Joint United Nations Information Committee (JUNIC) Constituted through the merger of the ACC Consultative Committee on Public Information with the Programme Committee of the Center for Economic and Social Information.*Mandate*: acts as a forum for consultations and coordination between public information professionals of the system on those aspects of their activities that are of mutual concern. Reports to OC.	1974 (1)	Rotates (WHO)	UN/NY	UN/NY	UN/NY	2 reports ACC/1996/13 ACC/1997/11
b) Information Systems Coordination Committee (ISCC) *Composition*: ACC members as well as UNCC, UNOPS, UNU, UNAIDS and the ITC; UNJSPF and ICC are observers. *Mandate:* establishment of policies,adoption of standards and recommends practices to ensure wider accessibility of information. *Inter alia*, recommends limited areas of information technology requiring standardization with mandatory force, advises (without mandatory force) on recommended practices, provides an electronic repository on information system developments within the United Nations system, and prepares e reports for ACC on information management issues. Reports to OC.	1993 (1)	Rotates (FAO)	UNOG	Appointed	Jointly-finance ($ 1,618..5)	2 reports ACC/1996/18 ACC/1997/19
c) Ad hoc Inter-agency Meetings They are convenedto prepare special eventsand are meant to be discontinued when these evens t have taken place; consultations in the relevant programme areas are thereafter incorporated in the standing machinery as arequired.						
Ad hoc Inter-Agency Meeting on Security Established to address all issues relating to the safety and security of United Nations system personnel.	1980	UN Security Coordinator	UN/NY	UNESCO	Jointly-financed	1 per year

Body, Composition And Mandate	*Date estbl. (meetings/ year)*	*Chair (Current)*	*Secretariat*			*Reports 1996/97*
			Location	*Secretary from*	*Support service by*	
II. Consultative Committee on Administrative Questions (CCAQ) *Composition*: Same as ACC except the WB and IMF. *Mandate*: advises ACC on policy issues relating to the management and administration of the organizations of the system, with a view to achieving the widest possible measure of harmonization; deals with relationship agreements entered into by the United Nations with participating specialised agencies on personnel arrangements, administrative and technical services, as well as budgetary and financial arrangements. Reports directly to ACC. CCAQ (High-level). In the context of 1993 review, ACC decided that CCAQ should have senior-level representation and be assisted by two components i.e CCAQ (PER) and CCAQ (FB). CCAQ (High-level) meets when ACC decides that important policy issues need to be addressed.			UNOG		Jointly-financed ($ 1,860.3)	
	1993	USG/DM (UN)		Appointed		1 report (no meeting in 1997)
a) CCAQ(PER) is the central forum in which the organizations of the United Nations common system develop and review major policy issues in the area of human resources and general administration. It is the mechanism whereby ACC coordinates and harmonizes HR management policies and practices. It has developed policy statements adopted by ACC on HR management reform, improving the status of women, work/family issues, combatting sexual harrassment in the work place. Entrusted by ACC with responsiblity for the development, coordination and presentation of policy positions on common system/personnel matters before the ICSC and the UNGA, for the coordination of relations with FICSA and CCISUA and Associations of freelance translators and interpreters (AITC, AIIC)	1968 (2, in conjunction with meetings of ICSC)	Rotates (IAEA)	UNOG	Appointed		2 reports ACC/1996/14 (PER) ACC/1997/13 (PER)
b) CCAQ(FB) is the central forum in which the system organizations review major policy issues in the budgetary and financial area. It is the mechanism whereby ACC can provide a coordinated response to financial matters of concern to such bodies as the Fifth Committee of the General Assembly, governing bodies, and the Panel of External Auditors. It has been entrusted byACC with responsibility to take decisions on its behalf in virtually all financial matters. On behalf of ACC, it reviews the proposed budgets of jointly-financed activities and, with the exception of ICSC and JIU, approves such budgets. It often coordinates the responses of its member organizations to approaches by individual member States or by groups of member States.	1968 (2)	Rotates (FAO	UNOG	Appointed		2 reports ACC/1996/15 (FB) ACC/1997/14 (FB)

Body, Composition And Mandate	*Date estbl. (meetings/ year)*	*Chair (Current)*	*Secretariat*			*Reports 1996/97*
			Location	*Secretary from*	*Support service by*	
III. Consultative Committee on Programme and Operational Questions (CCPOQ)* Constituted through merger of CCSQ (OPS) and CCSQ (PROG) and received an expanded mandate incorporating relevant aspects of the functions of a number of inter-agency bodies discontinued by the 1993 reform.*Composition*: same as ACC as well as UNU, World Tourism Organization and the United Nations Staff College. *Mandate*: advises and assist ACC on a wide range of issues with a view to promoting complementarities and mobilizing the United Nations system's analytical, normative and operational capacities for economic and social development in support of common goals and agreed strategies. Reports directly to ACC.	1993 (2)	Rotates (UN/DESA)	UNOG	Appointed	Jointly financed ($1,011.0)	4 reports ACC/1996/7 & 16 ACC/1997/7 & 15
a) Subcommittee on Nutrition (SCN). Established in 1977; became a subsidiary body of CCPOQ in 1993 *Composition*: agencies, funds and programmes with mandates in nutrition; assisted by the Advisory Group on Nutrition (AGN),and several ad hoc working groups. Representatives of bilateral agencies and international NGOs and members of AGN participate in informal meetings of the subcommittee.*Mandate*: to keep under review the overall direction, scale, coherence and impact of United Nations system response to the world's nutritional problems, particularly by being a point of convergence for harmonizing concepts, policies and activities in accomplishing the objectives of resolution V of the World Food Conference (1974) and of the International Conference on Nutrition (1992). Reports to CCPOQ.	1977 (1)	Rotates (UNDP)	WHO	Appointed	Jointly financed* ($819.8)	2 Reports ACC/1996/5 ACC/1997/9
b) Subcommittee on Statistical Activities (SSA). Established in 1966;a subsidiary body of CCPOQ in 1993 *Composition*:United Nations system organizations with statistical programmes or major users/funders of statistical activities, and observers from several non-United Nations organizations.*Mandate*: promotes coordination, integration and complementarity among the statistical programmes of the international organizations; and provides coordinated preparations for the treatment of statistical issues in meetings of intergovernmental bodies and coordinated follow-up of decisions of intergovernmental bodies. Reports to CCPOQ ; its reports are also made available to the Statistical Commission.	1966 (1)	Rotates (UNICEF)	UN/NY	UN	UN/NY	2 Reports ACC/1996/9 ACC/1997/16
	1993 (biennial)	Rotates (ESCAP)	UN/NY	UN	UN/NY	1 Report ACC/1996/10
c) Subcommittee on Demographic Estimates and Projections (SCDEP). *Composition*: all ACC members with related activities. *Mandate*: ensure that United Nations has one consistent and coordinated set of national and regional population and sectoral estimates and projections to be used by all elements of the system and promote relations with both "data users" and "data producers". Reports to CCPOQ through the SSA.	1993** (1)	UNDCP	UNDCP	UNDCP	UNDCP	2 Reports ACC/1996/17 ACC/1997/ 17
d) Subcommittee on Drug Control (SDC). *Composition*:open to all ACC members; a core of approximately ten agencies with mandates closely connected to drug-related issues participate actively. *Mandate*: ensures and facilitates coordination of United Nations system's implementation of the outcome of the twentieth special session of the GA and on all matters related to the control of drug abuse through the exchange of information and the development of multi-agency sectoral and subsectoral plans of action in the context of the System-wide Action Plan on Drug Abuse Control. Reports to CCPOQ.						

Body, Composition And Mandate	*Date estbl. (meetings/ year)*	*Chair (Current)*	*Secretariat*			*Reports 1996/97*
			Location	*Secretary from*	*Support service by*	
IV. Inter-agency Committee on Sustainable Development (IACSD) *Composition*: open to all ACC members and,as observers, related organizations such as the World Tourism Organization, & GEF.*Mandate*: to identify major policy issues relating to the follow-up of UNCED and advise ACC on ways and means of addressing them so as to ensure effective cooperation and coordination of the United Nations system in the implementation of Agenda 21. Reports directly to ACC.	1992 (2)	UN/DESA	UN/NY	UN	UN/NY	4 Reports ACC/1996/1, & 12 ACC/1997/1, & 12
a) Subcommittee on Water Resources.*Composition*: open to all ACC members.*Mandate*: to act as a single focal point for United Nations system-wide coordination in the area of water resources; in particular the implementation of the Mar del Plata Action Plan ad opted by the United Nations Water Conference in 1997 and interrelated provisions of chapter 18 of Agenda 21 as well as other mandates from intergovernmental bodies; it took over the responsibilities of the former Intersecretariat Group for Water Resources. Reports to IACSD	1993 (1)	Rotates (UNESCO)	UN/NY	UN	UN/NY	2 Reports ACC/1996/19 ACC/1997/18
b) Subcommittee on Oceans and Coastal Areas (SCOCA).*Composition*: open to all ACC members. *Mandate*: to monitor and review progress in the implementation of relevant parts of chapter 17 of Agenda 21, the goal of which is to promote the sustainable utilization and conservation of the marine environment and its resources, both in the oceans and in coastal areas; also acts as an inter-agency facilitating mechanism for the implementation of the Global Programme of Action for the Protection of the Marine Environment from Land-based Activities. Reports to IACSD	1993 (1)	Rotates (UNEP)	UNESCO	UNESCO	UN/NY	2 Reports ACC/1996/8 ACC/1997/3
V. Inter-agency Committee on Women and Gender Equality (IACWGE) *Composition*: open to all United Nations system organizations and entities; *Mandate*: IACWGE took over the responsibilities of the AD Hoc Inter-Agency Meeting on Women with an expanded mandate which now includes: a) implementation of the Beijing Platform for Action adopted at the Fourth World Conference on Women and of gender-related recommendations emanating from other recent United Nations conferences and summits, especially by ensuring effective cooperation and coordination of the United Nations system; and b) the mainstreaming of a gender perspective in the work of the system. To this end, the Committee facilitates action and monitors progress in achieving the gender-related goals of United Nations conferences in the areas of policy, operational activities, coordination, research, training, and public information. It identifies emerging issues that require the attention of the system, and prepares practical tools, such as guidelines, background notes, or checklists, to strengthen women-specific activities and increase gender mainstreaming. It complies good practices and performance indicators to ensure accountability for progress. Reports directly to ACC.	1996 (1)	UN	UN	UN/NY	UN/NY (DAW)	2 Reports ACC/1996/ 22 ACC/1997/ 8

* In addition to the bodies mentionned, CCPOQ has formed a number of task-oriented working groups including a technical working group on Administrative Committee on Coordinationprogramme classification, the Advisory Panel on Operational Activities Training, and the Working Group on the Resident Coordinator System and Related Operational Issues which also provides CCPOQ with an inter-sessional capacity to dealwith operational activities issues, particularly in relation to reforms being carried out by the United Nations with system-wide implications.

Notes

[1] Martin Hill, "The Administrative Committee on Coordination", in The Evolution of International Organizations, ed. Evan Luard, 1966, p. 129.

[2] Report of the Joint Inspection Unit on the United Nations University: enhancing its relevance and effectiveness (A/53/392).

[3] Administrative Committee on Coordination. Second regular session of 1995. Summary of conclusions (ACC/1995/23, para. 29).

[4] Summary of conclusions of the Administrative Committee on Coordination at its first regular session of 1998 (ACC/1998/4, para. 27).

[5] Ibid., para. 27.

[6] Hill, op. cit., para. 67.

[7] Report of the Joint Inspection Unit on coordination of policy and programming frameworks for more effective development cooperation (A/51/636–E/1996/104).

[8] Report of the Joint Inspection Unit on strengthening field representation of the United Nations system (A/52/457).

[9] Summary of conclusions of the Administrative Committee on Coordination at its first regular session of 1997 (ACC/1997/4, para. 22).

[10] Summary of conclusions of the Administrative Committee on Coordination on its first regular session of 1997 (ACC/1997/4, annex I).

[11] See *Official Records of the Economic and Social Council, 1997, Supplement No. 54* (E/1997/54), p. 5.

[12] United Nations Reform: Implications for the ILO, ILO Governing Body, 271st session. March 1998, document GB/271/8/2, para. 32.

[13] Ibid, para. 32.

[14] Press release SG/SM/6455, 6 February 1998.

[15] Committee for Programme and Coordination. Draft report on the Annual overview report of ACC for 1997, E/AC.51/1998/1.7/Add.26, 18 June 1998.

[16] *Official Records of the General Assembly, Fifty-second Session, Supplement No. 6* (A/52/6/Rev.1), vol. I.

[17] ACC/1997/20, op. cit., para. 24.